



**A STUDY ON RELATIONSHIP BETWEEN ORGANIZATIONAL ROLE
STRESS AND SOCIAL SUPPORT OF EMPLOYEES IN COCA-COLA,
BANGALORE**

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A PROJECT REPORT
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BONAFIDE CERTIFICATE

Certified that this project report titled “**A study on Relationship between the Organizational role stress and social support of employees in Coca-Cola, Bangalore**” is the bonafide work of **Mr. M.Madhankumar** who carried out the project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

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I affirm the project work titled **A STUDY ON RELATIONSHIP BETWEEN ORGANIZATIONAL ROLE STRESS AND SOCIAL SUPPORT OF EMPLOYEES IN COCA-COLA, BANGALORE**, being submitted in partial fulfillment for the award of Master of Business Administration is the original work carried out by me. It has not found the party other project work submitted for award of any degree or diploma, either in this or any other university.

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Abstract

The study aims to know the Organizational Role Stress in relationship with Social support of employees. In the present investigation a sample of 50 employees were selected from Hindustan Coca-Cola Beverages Private Limited, Bidadi, Bangalore. After framing the objectives, using standard questionnaire, data were collected from the respondents. Primary data were collected and the purposive sampling technique is used for this study. After collecting the data, they were coded using Microsoft excel. The data were analyzed using standard statistical package called SPSS (Statistical Package for Social Science). Correlation was applied to test the hypothesis. Result shows that there is a positive and significant correlation between organizational role stress and social support. For testing of Homogeneity, ANOVA is used across the constructs of organizational role stress and social support across the different groups based on experience, age and qualification. Regression is used to find the impact of Organizational Role Stress on Social Support. From the result, it is founded that Role Overload and Role Erosion was found to have the highest impact on social support than any other variables in the study.

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CHAPTER 1

INTRODUCTION

1.1 About the study

The Stress is as an adaptive response to an external situation that results in physical, psychological and behavioural deviations. Stress is usually accompanied by anxiety. Stress is not always dangerous. Stress has three dimensions like individual, organizational, social and environmental. Role stress refers to the conflict and tension due to the roles being enacted by a person at any given point of time. Enacted in the context of organizations, such role stresses are called organizational role stress. Any organization may be perceived as a system of roles. These roles are different from positions or offices in the organization Business executives are subject to conditions and situations that are likely to bring about high level of continuous stress. The environment in which they are working is becoming more complex. The size and complexity of business has expanded and the demands on the executives have become greater than they were a few years ago. The problem of Role Stress is getting complex due to a variety of social norms and role relationships in an organisation. Social support is closely related to the concept of a social network, or the ties to family, friends, neighbours, colleagues, and others of significance to the person. However, when the social network is described in structural terms, like size, range, density, proximity and homogeneity, social support normally refers to the qualitative aspects of the social network within this context. Social support is the potential of the network to provide help in situations when needed. These experiences have the ability to motivate people to pursue and reach their goals.

1.1.1 Measures Used

Organisation role stress

Each and every individual is constantly playing various roles. It is clear that a person does not play one single role at a time. An individual, as a female simultaneously plays role as a wife, a mother, a daughter and an employee. An individual, as a male plays role as husband, father, son, and an employee. Such multiple roles playing are not confined to separate parts of the day. There are demands on one's time, energy and resources. The Role is the position one occupies in a social system, as defined by the functions one performs in response to the expectations of the significant members of a social system, and one's own expectations from the position or office.

Inter- Role Distance

It refers to the conflict between the organization role and other roles. When an individual occupies more than one role there is bound to be conflicts between the different roles that he occupies.

- E.g. 1. between travel on the job and spending time with one's family.
2. The role of an executive vs. the role of a husband/wife.

Role Stagnation

It takes place when an individual feels that there are few opportunities for learning and growth in the role. In organizations which are fast expanding, and which do not have any systematic strategy of manpower development, individuals are likely to experience this stress.

Role Expectation Conflict:

It means conflicting demands made on the role by different persons in the organization. One may receive conflicting expectations from the boss, subordinates, peers, or clients.

Role Erosion:

It is a feeling that some important functions a role occupant would like to perform are being performed by some other person. This happens when organization are redefining their structure, wherein it may lead to elimination of some roles and creation of new ones. This may prompt individuals to feel that the new role is less important than the previous role.

Role Overload:

It is the result of large variations between the expected output and the Actual output. When role overload is high, neither the delegation process nor assistance, is useful towards role performance. For example: When the role occupant feels that these are too many expectations from the significant roles in his /her role set, he / she experiences role overload.

Role Isolation:

It emanates due to lack of linkages between one's roles with other roles in the organization. In a role set, a role occupant feels that certain roles are psychologically closer to him due to frequency and ease of interaction. When linkages are strong, the role isolation will be low and in the absence of it role isolation is felt high. Therefore role isolation can be measured in terms of the existing and the desired linkages.

Personal Inadequacy:

When a role occupant feels that he is not prepared to undertake the role effectively. He may experience this stress. The role occupant may feel that has not had enough time to prepare for the assigned role. Persons who are assigned new roles without enough preparation or orientation are likely to experience this type of stress.

Self-Role Distance:

This stress arises out of the conflict between the self-concept and the expectations of the role, as perceived by the role occupant. For example, an introvert who is fond of studying and writing may develop a self-role distance if he accepts the role of a statement in an Organization.

Role Ambiguity:

When an individual is not clear about the various expectations that people have from his role, he experiences this types of conflict. It may be due to lack of information of feedback to the role occupant. Role ambiguity may be in relation to the activities, responsibilities, priorities, norms or general expectations. Sometimes role ambiguity may emanate out of occupying roles which are newly created in an organization.

Resources Inadequacy:

This stress is experienced due to non-availability of resources needed for effective role performance. These may be information, people, material, finance or facilities.

Social support:

Social support is closely related to the concept of a social network, or the ties to family, friends, neighbours, colleagues, and others of significance to the person. The social network may also be the cause of psychological problem if it influenced in wrong way.

1.2 About the organization

Coca-Cola is the world's No.8 Brand in global 500, 2012. It stands 59th place in fortune 500 companies. The CEO for Coca-Cola is Muhtar Kent. The CEO for India is Atul Singh.

Mission, Vision & Values:

The world is changing all around us. To continue to thrive as a business over the next ten years and beyond, we must look ahead, understand the trends and forces that will shape our business in the future and move swiftly to prepare for what's to come. We must get ready for tomorrow today. That's what our 2020 Vision is all about. It creates a long-term destination for our business and provides us with a "Roadmap" for winning together with our bottling partners.

Our Mission:

Our Roadmap starts with our mission, which is enduring. It declares our purpose as a company and serves as the standard against which we weigh our actions and decisions.

- To refresh the world.
- To inspire moments of optimism and happiness.
- To create value and make a difference.

Our Vision:

Our vision serves as the framework for our Roadmap and guides every aspect of our business by describing what we need to accomplish in order to continue achieving sustainable, quality growth.

- People: Be a great place to work where people are inspired to be the best they can be.
- Portfolio: Bring to the world a portfolio of quality beverage brands that anticipate and satisfy people's desires and needs.
- Partners: Nurture a winning network of customers and suppliers, together we create mutual, enduring value.
- Planet: Be a responsible citizen that makes a difference by helping build and support sustainable communities.
- Profit: Maximize long-term return to shareowners while being mindful of our overall responsibilities.
- Productivity: Be a highly effective, lean and fast-moving organization.

Our Winning Culture:

Our Winning Culture defines the attitudes and behaviours that will be required of us to make our 2020 Vision a reality.

Live Our Values:

Our values serve as a compass for our actions and describe how we behave in the world.

- Leadership: The courage to shape a better future
- Collaboration: Leverage collective genius
- Integrity: Be real
- Accountability: If it is to be, it's up to me
- Passion: Committed in heart and mind
- Diversity: As inclusive as our brands
- Quality: What we do, we do well

Focus on the Market:

- Focus on needs of our consumers, customers and franchise partners
- Get out into the market and listen, observe and learn
- Possess a world view
- Focus on execution in the marketplace every day
- Be insatiably curious

Work Smart:

- Act with urgency
- Remain responsive to change
- Have the courage to change course when needed
- Remain constructively discontent
- Work efficiently

Act Like Owners:

- Be accountable for our actions and inactions
- Steward system assets and focus on building value

- Reward our people for taking risks and finding better ways to solve problems
- Learn from our outcomes -- what worked and what didn't

Be the Brand:

- Inspire creativity, passion, optimism and fun

Company history:

Coca-Cola began its existence in a three-legged brass pot in the backyard of John S. Pemberton on May 8, 1886. Pemberton was a pharmacist trying to create a new headache tonic. Pemberton took his creation to the now famous Jacob's Pharmacy (pictured below), about 2 blocks from his home. There the syrup was mixed with cold tap water and sold to ailing customers for 5 cents. As the story goes, a customer in great pain came in and ordered the syrup and the soda jerk accidentally mixed it with carbonated water instead of regular tap water. The customer loved the new drink, declaring it "Delicious and Refreshing!"

Frank Robinson, Pemberton's partner and bookkeeper, suggested the name "Coca-Cola", taking each part of the name from a key ingredient in the product and proclaiming that the two C's would look good in advertising. Mr. Robinson penned "Coca-Cola" in the unique flowing script that is now famous worldwide!

In 1886, sales of Coca-Cola averaged 9 drinks per day. That first year, Pemberton sold only 25 gallons of syrup. For his efforts, Pemberton grossed \$50.00 and spent \$73.96 on advertising.

As John Pemberton's health grew worse, he sold the company off. Asa Candler took sole ownership of the company by 1891 for a mere \$2,300.00(that included all rights, including his initial investment)

In 1894, Coca-Cola was first bottled by Joseph Biedenharn, owner of the Biedenharn Candy Company of Vicksburg, Mississippi. Candler believed that the bottling idea was crazy and that people would never go for it! As the popularity of Coca-Cola increased, many imitators came onto the scene, offering products such as "Koca-Kola", so the company decided that they needed a bottle that would be easily

recognizable so as not to be confused with any other. The Root Glass Company of Terre Haute, Indiana designed the now famous "contour bottle" or "hobble skirt". This bottle design was first patented in 1915 and then again December 25, 1923. In the year 1928, bottle sales first surpassed fountain sales, proving that the bottling idea had been a great success!

Asa Candler's merchandising flair helped expand the company to every state and territory by 1919. In that year, Candler (who then went on to become mayor of Atlanta, Georgia!) sold the company to Ernest Woodruff and a group of investors for \$25 million and in 1923 Robert Woodruff (Ernest's eldest son) became president of the company. Robert Woodruff's more than six decades of leadership took the business to unrivalled heights of commercial success, making Coca-Cola an institution the world over!

At the beginning of WWII, Robert Woodruff issued an order to "see to it that every man in uniform gets a bottle of Coca-Cola for 5 cents wherever he is and whatever it costs the company!" In 1943, during World War II, Eisenhower sent a telegram requesting 10 additional Coca-Cola bottling plants overseas for our troops. At the beginning of the war, Coke was bottled in 44 countries. At the close of the war, 64 additional bottling plants had been established abroad. The presence of Coca-Cola did more than lift the morale of the troops. It gave many local people in those countries their first taste of Coca-Cola, paving the way for unprecedented worldwide sales after the war!

The cover page of the May 15, 1950 issue of Time magazine features a Coca-Cola advertisement. It was the first time that a consumer product had been featured on their cover. That same issue also contained a detailed story about Coca-Cola's extensive distribution and franchising system.

In 1981, Robert Goizueta became president of Coca-Cola and soon became one of the most successful businessmen in the world. Mr. Goizueta had come to America from Cuba with little more than a suitcase.

In 1985, the Coca-Cola Company introduced its new formula for Coke, calling the product "New Coke" and then "Coke II". The public demanded their original formula back and the company soon began producing "Coca-Cola Classic".

Today, Coca-Cola is available in nearly 200 countries around the globe and its trademark is written in approximately 80 languages! It is one of the most recognizable logos in the world.

Coca-Cola in India:

Coca-Cola India Private Limited re-launched Coca-Cola in 1993 after the opening up of the Indian economy to foreign investments in 1991. Since then its operations have grown rapidly through a model that supports bottling operations, both company owned as well as locally owned and includes over 7,000 Indian distributors and more than 1.3 million retailers.

In India, the Coca-Cola system comprises of a wholly owned subsidiary of The Coca-Cola Company namely Coca-Cola India Pvt Ltd which manufactures and sells concentrate and beverage bases and powdered beverage mixes, a Company-owned bottling entity, namely, **Hindustan Coca-Cola Beverages Pvt Ltd**; Today, Coca-cola is the leading brands in most beverage segments. Thirteen authorized bottling partners of The Coca-Cola Company, who are authorized to prepare, package, sell and distribute beverages under certain specified trademarks of The Coca-Cola Company; and an extensive distribution system comprising of our customers, distributors and retailers. Coca-Cola India Private Limited sells concentrate and beverage bases to authorized bottlers who are authorized to use these to produce our portfolio of beverages. These authorized bottlers independently develop local markets and distribute beverages to grocers, small retailers, supermarkets, restaurants and numerous other businesses. In turn, these customers make our beverages available to consumers across India.

The Coca-Cola Company has invested nearly USD 1.1 billion in its operations in India since its re-entry back into India in 1992. The Coca-Cola system in India directly employs over 25,000 people including those on contract. The system has created indirect employment for more than 1,50,000 people in related industries through its vast procurement, supply and distribution system. We strive to ensure

that our work environment is safe and inclusive and that there are plentiful opportunities for our people in India and across the world.

The Company competes with PepsiCo, Inc., Nestle, Dr Pepper Snapple Group, Inc., Groupe Danone, Kraft Foods Inc. and Unilever.

Brand history and Info:



COCA-COLA: Developed in a brass pot in 1886, Coca-Cola is the most recognized and admired trademark around the globe. Not to mention the best-selling soft drink in the world.



DIET COKE: The extension of the Coca-Cola name began in 1982 with the introduction of diet Coke (also called Coca-Cola light in some countries). Diet Coke quickly became the number-one selling low-calorie soft drink in the world.



SPRITE: In 1961, a citrus-flavored drink made its U.S. debut, using "Sprite Boy" as inspiration for its name. This elf with silver hair and a big smile was used in 1940s advertising for Coca-Cola. Sprite is now the fastest growing major soft drink in the U.S., and the world's most popular lemon-lime soft drink.



FANTA: When the Fanta product line began in 1955 in Naples, Italy, it consisted of one orange-flavoured drink. Today it is the trademark name for a line of flavored drinks sold around the world



GOLD SPOT: This orange carbonated soft drink was introduced in the early 1950s, and acquired by The Coca-Cola Company in 1993. Its tangy taste has been popular with Indian teenagers.



LIMCA: This thirst-quenching beverage features a fresh and light lemon-lime taste and a light-hearted attitude. The Limca brand was introduced in 1971 and acquired by The Coca-Cola Company in 1993.



MAAZA: Maaza, launched in 1984 and acquired by The Coca-Cola Company in 1993, is a noncarbonated mango soft drink with a rich, juicy, natural mango taste.



THUMS UP: In 1993, The Coca-Cola Company acquired this brand, which was originally introduced in 1977. Its strong and fizzy taste makes it a unique carbonated Indian cola.

Evaluation of Coca-Cola Caption:

1886 Coca-Cola-Delicious, Refreshing, Exhilarating...

1893 The ideal brain tonic.

1900 For headache and exhaustion, drink Coca-Cola.

1904 Drink Coca-Cola in bottles---5 cents

1904 Coca-Cola ... satisfies.

1905 Coca-Cola revives and sustains.

1905 Wherever you go ... you will find Coca-Cola.

1905 Flows from every fountain...

1906 The drink of quality.

1906 The great national temperance beverage.

1907 Coca-Cola is full of vim, vigour and go - is a snappy drink.

1907 Sold everywhere---5 cents

1908 Good to the last drop.

1909 Whenever you see an arrow, think of Coca-Cola.

1911 Enjoy a glass of liquid laughter.

1912 Demand the genuine--refuse substitutes.

1917 Three million a day.

1922 Thirst knows no season.

1923 Refresh yourself.

1924 Pause and refresh yourself.

1925 Six million a day.

1925 Stop at the red sign and refresh yourself.

1926 Coca-Cola is the shortest distance between thirst and refreshment.

1927 Around the corner from everywhere.

1927 At the little red sign.

1928 Coca-Cola ... a pure drink of natural flavors.

1929 The best served drink in the world.

1929 The pause that refreshes.

1930 Meet me at the soda fountain.

1931 Treat yourself right.

1932 Ice-cold sunshine.

1932 Thirst come, thirst served.

1933 Don't wear a tired, thirsty face.

1934 When it's hard to get started, start with a Coca-Cola.

1934 Wear a smile back to work.

1935 Coca-Cola ... the pause that brings friends together.

1936 Get the feel of wholesome refreshment.

1937 Stop for a pause ... Go refreshed.

1938 The best friend thirst ever had.

1938 Thirst asks nothing more.

1939 Thirst stops here.

1939 Coca-Cola goes along.

1939 Coca-Cola has the taste thirst goes for.

1939 Whoever you are, whatever you do, wherever you may be, when you think of refreshment, think of ice-cold Coca-Cola.

1940 Within easy reach of your thirst.

1940 America's year round answer to thirst.

1941 Work refreshed.

1941 Coca-Cola belongs.

1942 The only thing like Coca-Cola is Coca-Cola itself.

1942 Coca-Cola has that extra something.

1942 The best is always the better buy.

1942 It's the real thing.

1943 Universal symbol of the American way of life ... Coca-Cola.

1943 A taste all its own.

1945 The happy symbol of a friendly way of life.

1945 Why grow thirsty?

1945 COKE means Coca-Cola!

1946 The world's friendliest club ... admission 5¢.

1947 Coca-Cola ... continuous quality.

1947 Continuous quality is quality you trust.

1948 Where there's Coke there's hospitality.

1949 Coca-Cola ... along the highway to anywhere.

1950 Thirst, too, seeks quality.

1950 Help yourself to refreshment.

1951 For home and hospitality.

1951 Good food and Coca-Cola just naturally go together.

1952 What you want is a Coke.

1952 Coke follows thirst everywhere.

1953 Drive safely ... Drive refreshed.

1953 Dependable as sunrise.

1953 Midsummer magic.

1954 Matchless flavor.

1955 Bright and bracing as sunshine.

1955 America's preferred taste.

1956 Coca-Cola ... makes good things taste better.

1956 The friendliest drink on earth.

1956 Coca-Cola puts you at your sparkling best.

1957 Sign of good taste.

1958 The cold, crisp taste of Coke.

1958 Refreshment the whole world prefers.

1959 Relax refreshed with ice-cold Coca-Cola.

1959 Be really refreshed.

1959 The cold, crisp taste that so deeply satisfies.

1960 Relax with Coke.

1960 Revive with Coke.

1961 Coca-Cola refreshes you best.

1962 Enjoy that refreshing new feeling!

1962 Coke refreshes you best!

1963 The big bold taste that's always just right.

1963 Things go better with Coke.

1963 Go better refreshed.

1964 You'll go better refreshed.

1964 Coca-Cola gives that special zing ... refreshed best.

1965 Enjoy Coca-Cola.

1965 Something more than a soft drink.

1965 For extra fun - take more than one! Take an extra carton of Coke!

1966 Coca-Cola has the taste you never get tired of.

1966 Coke....after Coke....after Coke

1968 Tells your thirst to go fly a kite.

1968 Wave after wave - drink after drink.

1968 For twice the convenience, bring home two cartons of Coke.

1970 It's the real thing.

1971 I'd like to buy the world a Coke.

1972 Coke ... goes with the good times.

1975 Look up America, see what we've got!

1976 Coke adds life.

1979 Have a coke and a smile!

1980 Have a Coke and a smile...it makes you feel good.

1982 Coke is it!

1985 We've got a taste for you (new Coke).

1985 America's real choice (Coca-Cola Classic).

1986 Catch the Wave (new Coke).

1986 Where there's a wave, there's a Coke.

1986 Red, white and you (Coca-Cola Classic).

1988 Can't beat the feeling (Coca-Cola Classic).

1989 Can't beat the real thing (Coca-Cola Classic).

1992 You can't beat the real thing.

1993 Always. Coca-Cola.

Hindustan Coca-Cola Beverages Private Limited, Bidadi, Bangalore:

The Hindustan Coca-Cola Beverages Private Limited, Bidadi production Plant is situated 15-20 km from Bangalore city. Plant occupied an area of about 16 acres of land. Currently the number of production lines was 5 i.e. coke plastic and glass, sprite plastic and finally two lines for Fanta too. Manufacture of Maaza was not being done in the plant which instead is carried out in another plant nearby Tirupathi. A newly installed technically sophisticated production line has been introduced in the plant.

Vision:

Efficiently reduce, re-use and recharge water as a responsible corporate citizen.

Mission:

We the team of the HCCBPL, Bidadi shall ensure efficient and effective use of water during beverage manufacturing process in our plant by continually improving the infrastructure, monitoring and controlling the consumption of water in individual area and imparting training to our associates.

Quality policy:

To ensure customer delight, we commit in thoughts, deeds and action by continually improving our process.

Plant layout:

The plant layout followed in HCCBPL, Bidadi Bangalore is cellular manufacturing layout where cells functions like a product layout within a larger shop or process layout. Manufacturing of coca cola pet, washing as well as inspection of coca cola bottles and filling of bottles, pet and can line too occurred under straight line layout. However water treatment and syrup formation takes place in different cells, where the raw materials are feeded into various machines to get end product.

Product line:

HCCBPL has three product lines. RGB, Pet and Can. Following the major brands produced in various pack size: Coke, Sprite, Fanta, Limca, and Kinley. The production facility of plant is capable of producing 36,000 RGB cases/day and 66,000 can cases/day. The plant is equipped with sophisticated and imported manufacturing facilities to sustain "symbol of quality".

Systems in place:

HCCBPL believe in it inhales constraints & exhales customer & consumer satisfaction. The plant has implemented "the coca-cola quality system" which is a quality management system practiced by all the bottling plants across the worlds. Present TCCQS evolution 3 encompasses both and stringent internal quality management systems. The surveillance audit for all the above systems is being carried out at regular frequencies and plant has successfully cleared all the audits till date. eKO(the coca-cola environmental management system), eSLP(environment safety & loss prevention), WRM(water resource management, waste management, waste water management) are in practice. These above mentioned internal QM

systems have been implemented for achieving internally to identify further areas of continual improvement.

Production & operation management:

Plant has its own water treatment plant where water is imported from the water tanks situated 3km far from the plant. The water received is treated scientifically for the manufacturing process as well as for washing the bottles.

Manufacturing of syrup:

Highest quality refined sugar is mixed with treated water to form simple syrup which is pumped through filter to ensure its purity and clarity. Carbonated filter paper is used for this purpose. At this stage different proportion of sugar is added for manufacturing the syrup of concentrated drink like Coke, Sprite, Fanta etc. distinctive blend of ingredients are mixed with syrup to form Coca-Cola syrup. This syrup is pumped to De-Aerator proportioned amount cooler carbonator where a proportionate amount of de-aerate water is mixed which is further cooled and carbonated. Now the syrup is ready for filling.

Packing and warehousing:

The bottles filled are further moved to packing place where it is packed in carton boxes. At a time 36 units are packed in 3 boxes. Each box contains 12 units. These boxes are further sent to the distributors, if not then stored in store room at room temperature.

Procurement of raw material:

They procure their raw material from pune and chennai.

Distribution system:

Coca-Cola has more than 50 bottling unit in India. Its regional office is situated at Haryana, Mumbai and Hyderabad. Marketing offices are situated at Haryana and Arunachal Pradesh. Hindustan Coca-Cola Beverages Private Limited Bidadi, Bangalore mainly satisfies the customers of Bangalore.

Pricing:

Pricing is done through all the costs associated i.e. operational costs, selling and distribution costs etc. then the profit margin is also added to the price of the units, and then the added to the price are added so that It becomes what we gat as the ex-

showroom price. This price differs from place to place because there is different transportation costs directly associated with it.

1.3 Statement of the problem:

The study has been carried out to access the stress level of the employees in Coca-Cola. Each and every individual has different types of stress level. It has to be identified at each level. Hence the organizational role stress contains ten dimensions such as Inter Role Distance, Role Stagnation, Role Isolation, Role Ambiguity, Role Expectation Conflict, Self Role Distance, Role Overload, Role Erosion, Resource Inadequacy and Personal Inadequacy and it has to be measured separately. This study analyses that organizational role stress should be measured and to find whether the employees really need social support or not.

1.4 Scope of the study:

- The study focuses on the whether there is any relationship between the organizational role stress and the social support of employees or not.
- The study also focuses on the measurement of organizational role stress of employees.

CHAPTER 2

REVIEW OF LITERATURE

Ritu Lehal, 2007, indicated that overall stress level in almost all the organisations has increased so much that separate studies should be conducted on organisational role stress. In organisational role stress, comparatively public sector executives feel less stress than private sector executives. In public sector female executives were feel more stress. In private sector overall stress level is high, but the male executive under more stress when comparing to female executives. In job satisfaction score public sector executives feel more comfortable with their job. Even female executives are more satisfied with their job. In private sector results are not appreciable, female executives not feel that they not satisfied with their job. Overall result shows that the position of public sector is stronger in both variables (i.e.) ORS and JS. A study of relationship between two variables, with the help of correlation technique, brings to light that coefficient of correlation between Organisational role stress and job satisfaction indicates a negative relationship and explains that if stress level is high, job satisfaction level will be low or vice-versa.

Rajnish Ratna, Saniya Chawla, Moon Garg, 2011 concluded that Globalization and technological innovations are bringing about new challenges to the study of mental health and stress management. This is particularly relevant because jobs in Information technology is the most coveted one in modern India, and the most brilliant section of the youth are going for it. While each job has its own stress, IT jobs are somewhat different from our traditional and typical concept of secured employment: IT jobs are mostly contractual with less job security but high pay, and entail strong competitiveness, along with a globalize life style. There are a few evidences that IT jobs are offering an elevated standard of life, but taking tolls on the mental Health and relationship aspects of the professionals. For example, Lim and Teo identified through surveys and interview the key factors at the workplace which generate stress among 308 information technology (IT) Personnel in Singapore.

They suggested that factors which generate stress can be grouped into 4 broad categories as Lack of career advancement related to the problem of high rate of employee turnover, Work overload resulting in spill over of workload at home and guilt and dissatisfaction for being less attentive to family, Risk taking and decision making consisting of fear of making mistakes and Employee morale & organizational culture related to a lack of participation in decisions affecting their work, undue blame for machine failure and difficulty in team work considering the fluid and non involved nature of work.

Sunetra Bhattacharya and Jayanti Basu, 2007 reveals that among IT professionals of Kolkata, subjectively experienced distress and wellness are closely associated with Organizational role stress. In other words, personal and professional stressors exert cumulative effect on the individuals. Women professional feel less stress when compared to the men professional and also the feeling that great wellness. The older age group is more distressed than the younger age group. Wellness and Organizational role stress can be predicted from the number of stressful life events and coping resources taken together. On the whole, contrary to some findings, IT profession in Kolkata is not unusually stressful for its incumbents and follows the usual stress diathesis model applicable in all other professions.

Jinky Leilanie Lu, 2008, showed that there is a significant correlation existing between burnout and self-efficacy, hazard exposure and organizational role stress, along with age and illness. In addition, organizational role stress and age have been found to be independent and most significant predictors of burnout. Acting together, some of the measured indices also exerted significant predictive capacities, which indicate that there is an interaction among these factors as they influence the development of burnout. These points out the interactions present among these factors as they exert their effect on burnout. The dominance of female in the profession reinforce the prevailing notion that the caring professions such as nursing are relegated to women. This gives the study its gender perspective

R.Narayanan, 2012 aimed to know the organizational role stress and social support of industrial employees. Result shows that there is a positive and significant

Correlation between organizational role stress and social support of industrial employees surveyed Social support help to the employee's relations and performance well in their job.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Type of research:

Here the descriptive research is used because we want to have quantitative ideas of the organizational role stress constraints and social support under this study.

3.2 Objectives of the study:

Primary objective:

- To find the relationship between the organizational role stress and social support of employees in Coca-Cola, Bangalore.

Secondary objective:

- To measure all the organizational role stress variables.

3.3 Data and sources of data:

The primary data was collected through structured questionnaire. It collects various information on Inter Role Distance, Role Stagnation, Role Isolation, Role Ambiguity, Role Expectation Conflict, Self Role Distance, Role Overload, Role Erosion, Resource Inadequacy, Personal Inadequacy and social support.

3.4 Time period covered:

The total time period of the study is 45 days.

3.5 Population and sample size:

The total population of the employees in Coca-Cola, Bidadi Bangalore is nearly 400 and the data collected for this research is only 50 employees as sample size.

3.6 Sampling technique:

Here the purposive sampling technique is used for this study. Here the units of population are selected according to the relevance and nature of representativeness of sampled units.

3.7 Statistical tools used:

The Statistical tools used in this research are

- Percentage analysis
- Correlation
- ANOVA
- regression

3.8 Limitations of the study:

- It is little difficult to get the data from the employees while they are busy in their work.
- Due to time constraints a sample size of only 50 was taken and it is not sufficient to do deep analysis for this study.

CHAPTER 4

ANALYSIS AND INTERPRETATION

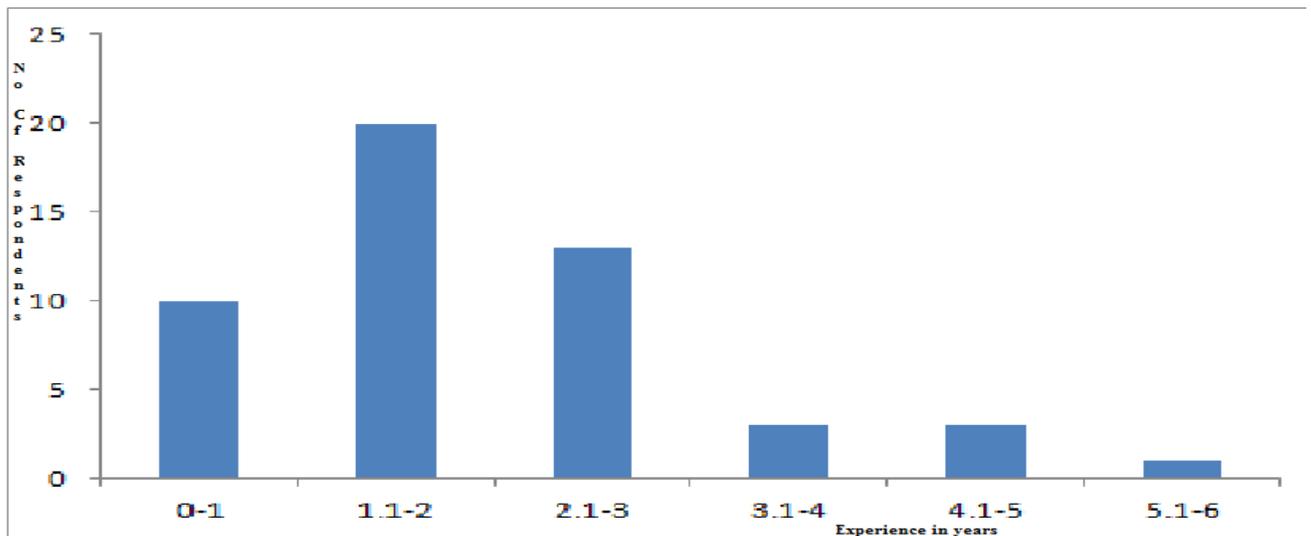
4.1 Demographic profile of the respondents

Classification of respondents based on experience in company

Table 1.1

Experience in years	No. of Respondents	Percentage
0 to 1	10	20
1.1 to 2	20	40
2.1 to 3	13	26
3.1 to 4	3	6
4.1 to 5	3	6
5.1 to 6	1	2

Chart 1.1

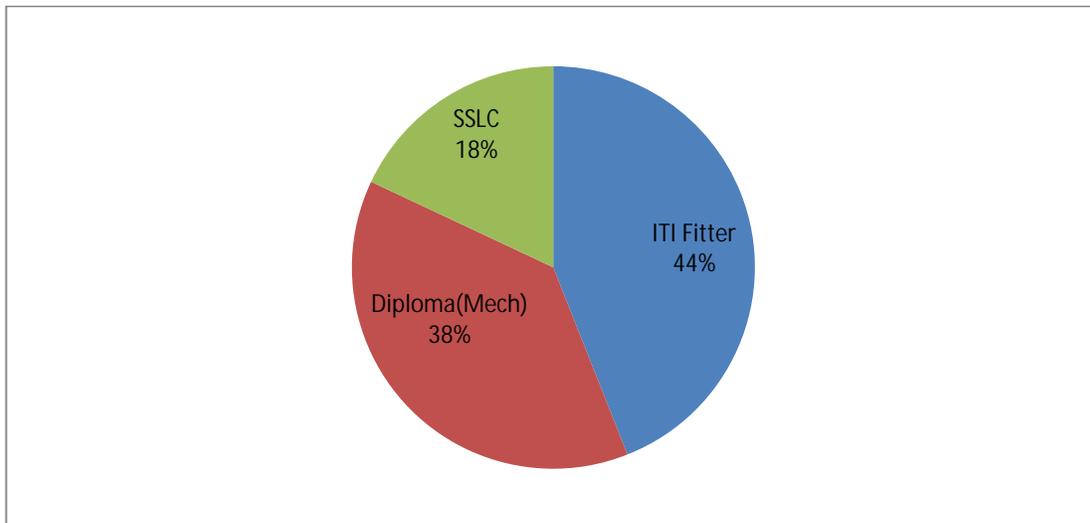


Inference:

It is inferred that majority of the respondents of employees are with the experience of about 1.1 to 2 years. And the least is with the experience of 5.1 to 6 years.

Classification of respondents based on qualification**Table 2.1**

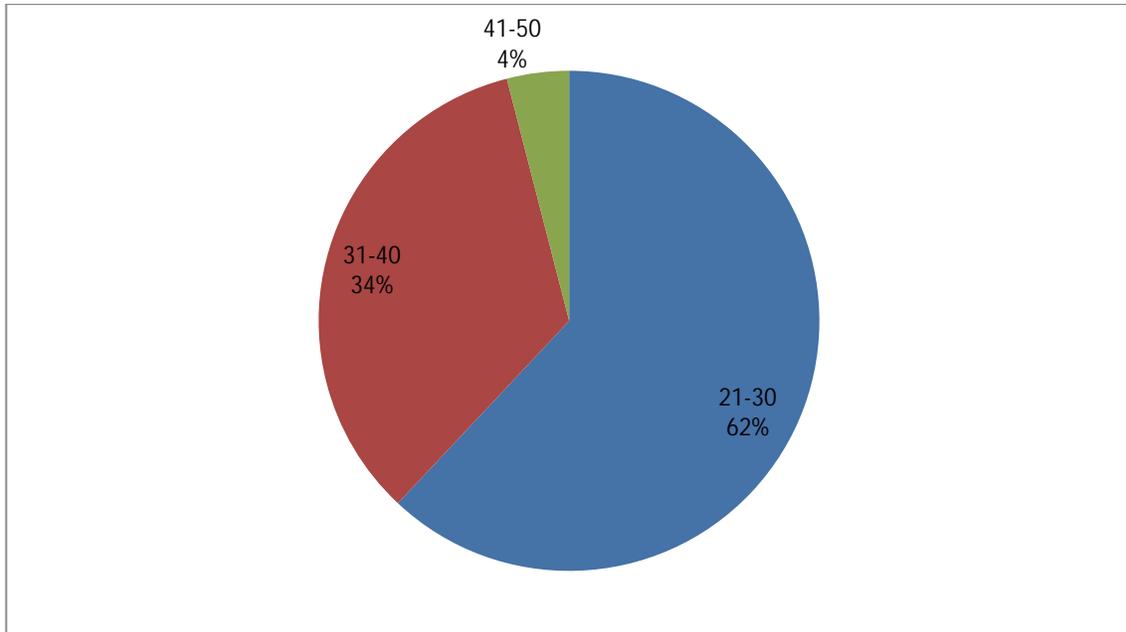
Qualification	No. Of Respondents	Percentage
ITI Fitter	22	44
Diploma(Mech)	19	38
SSLC	9	18

Chart 2.2**Inference:**

It is inferred that majority of the respondents of employees have the qualification of ITI Fitter. And the minority of the respondents has the qualification of SSLC.

Classification of respondents based on age**Table 3.1**

Age	No. Of Respondents	Percentage
21 to 30	31	62
31 to 40	17	34
41 to 50	2	4

Chart 3.1**Inference:**

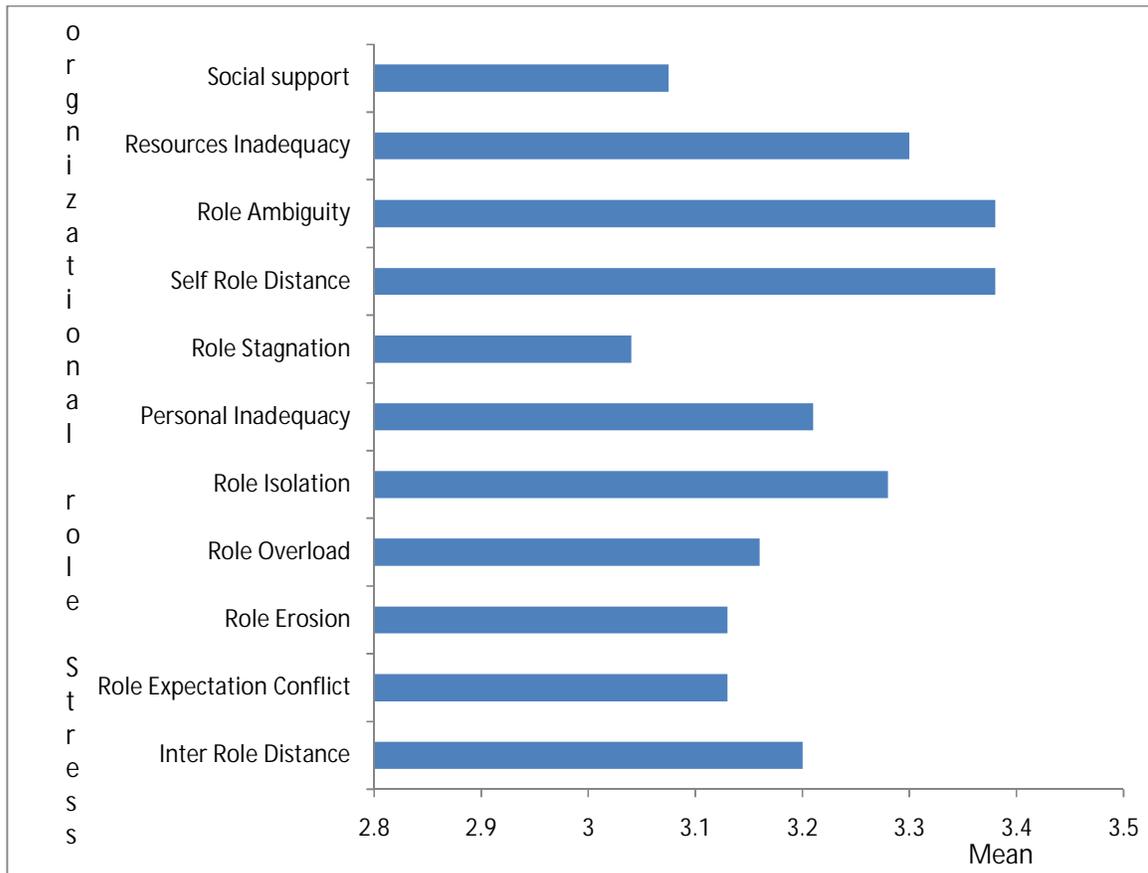
It is inferred that majority of the respondents of employees belongs to the age of 21 to 30 years. And the minority of the respondents belongs to the age of 41 to 50 years.

4.2 Exploring the extent of Organization role stress and social support**Mean score for organizational role stress and social support****Table 4.1**

S.No	Organizational Role Stress Constructs	Mean
1.	Inter Role Distance	3.2
2.	Role Expectation Conflict	3.13
3.	Role Erosion	3.13

4.	Role Overload	3.16
5.	Role Isolation	3.28
6.	Personal Inadequacy	3.21
7.	Role Stagnation	3.04
8.	Self Role Distance	3.38
9.	Role Ambiguity	3.38
10.	Resources Inadequacy	3.3
11.	Social support	3.075

Chart 4.1



Interpretation:

From the above chart, it is found that all the mean scores for all the organizational role stress constructs and social support is moderate. The mean score for self role distance and role ambiguity is higher and the mean score for role stagnation is lower.

4.3 Correlation Analysis for Organizational Role Stress Constructs and Social support

The objective of the study was to test the relationship between the organizational role stress and social support. The first step towards this objective was to study if there exists any correlation between the organizational role stress constructs and social support. A correlation analysis was carried out and the results of the same are exhibited in the below table

Table no 5.1
Correlation for Organizational Role Stress and Social Support

S. No	Organizational Role Stress Constructs	Pearson correlation	Significance
1.	Inter Role Distance	0.333	0.018
2.	Role Expectation Conflict	0.561	0.000
3.	Role Erosion	0.504	0.000
4.	Role Overload	0.518	0.000
5.	Role Isolation	0.546	0.000
6.	Personal Inadequacy	0.404	0.004
7.	Role Stagnation	0.347	0.014
8.	Self Role Distance	0.390	0.005
9.	Role Ambiguity	0.367	0.009
10.	Resources Inadequacy	0.291	0.041

Table no 5.1 shows the correlation between the Organizational role stress constructs and the social support construct. It can be seen that all the organizational role stress variables with social support are positively correlated and the values range from 0.291 to 0.561 and they are significant. The highest correlation is for Role Expectation followed by Role isolation. The lowest correlation is for Resources Inadequacy and for Inter Role Distance.

4.4 Testing for homogeneity across the constructs of organizational role stress and social support across the different groups based on experience

The organizational role stress and social support tend to vary based on the demographic variables of the respondent. Therefore to test whether difference exists between the various groups of demographic variables one way ANOVA was used suitable hypothesis were developed and tested

H0: There is no difference in the constructs of organizational role stress and social support across the different levels of experience

H1: There is difference in the constructs of organizational role stress and social support across the different levels of experience

Table no 6.1

Results of ANOVA for groups based on Experience

		Sum of Squares	df	Mean Square	F	Sig.
Inter Role Distance Between Groups	Between Groups	3.108	5	.622	.464	.801
	Within Groups	58.892	44	1.338		
	Total	62.000	49			
Role Expectation Conflict	Between Groups	1.132	5	.226	.468	.798
	Within Groups	21.273	44	.483		
	Total	22.405	49			
Role Erosion	Between Groups	1.101	5	.220	.287	.918
	Within Groups	33.804	44	.768		
	Total	34.905	49			
Role Overload	Between Groups	2.316	5	.463	.470	.797
	Within Groups	43.404	44	.986		
	Total	45.720	49			
Role Isolation	Between Groups	.740	5	.148	.387	.855
	Within Groups	16.840	44	.383		
	Total	17.580	49			
Personal Inadequacy	Between Groups	2.905	5	.581	.925	.474
	Within Groups	27.640	44	.628		

	Total	30.545	49			
Role Stagnation	Between Groups	2.960	5	.592	.621	.685
	Within Groups	41.960	44	.954		
	Total	44.920	49			
Self Role Distance	Between Groups	1.616	5	.323	.337	.888
	Within Groups	42.164	44	.958		
	Total	43.780	49			
Role Ambiguity	Between Groups	9.388	5	1.878	1.949	.105
	Within Groups	42.392	44	.963		
	Total	51.780	49			
Resources Inadequacy	Between Groups	.697	5	.139	.147	.980
	Within Groups	41.803	44	.950		
	Total	42.500	49			
Social Support	Between Groups	1.612	5	.322	.844	.526
	Within Groups	16.795	44	.382		
	Total	18.406	49			

The above table gives the results of the ANOVA and it can be seen that the constructs are not significant as the values are greater than 0.05. Therefore the null hypothesis, that there is no difference in the constructs of organizational role stress and social support across the different levels of experience. It can be inferred that the level of organizational role stress does not affect the experience of the employees.

4.5 Testing for homogeneity across the constructs of organizational role stress and social support across the different groups based on age

The organizational role stress and social support tend to vary based on the demographic variables of the respondent. Therefore to test whether difference exists between the various groups of demographic variables one way ANOVA was used suitable hypothesis were developed and tested

H0: There is no difference in the constructs of organizational role stress and social support across the different levels of age

H1: There is difference in the constructs of organizational role stress and social support across the different levels of age

Table no 7.1

Results of ANOVA for groups based on age

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Inter role distance	Between Groups	3.539	2	1.769	1.422	.251
	Within Groups	58.461	47	1.244		
	Total	62.000	49			
Role expectation conflict	Between Groups	1.345	2	.673	1.501	.233
	Within Groups	21.060	47	.448		
	Total	22.405	49			
Role erosion	Between Groups	2.155	2	1.077	1.546	.224
	Within Groups	32.750	47	.697		
	Total	34.905	49			

Role overload	Between Groups	4.113	2	2.057	2.323	.109
	Within Groups	41.607	47	.885		
	Total	45.720	49			
Role isolation	Between Groups	.619	2	.309	.857	.431
	Within Groups	16.961	47	.361		
	Total	17.580	49			
Personal inadequacy	Between Groups	1.067	2	.534	.851	.433
	Within Groups	29.478	47	.627		
	Total	30.545	49			
Role stagnation	Between Groups	.334	2	.167	.176	.839
	Within Groups	44.586	47	.949		
	Total	44.920	49			
Self role distance	Between Groups	2.846	2	1.423	1.634	.206
	Within Groups	40.934	47	.871		
	Total	43.780	49			
Role ambiguity	Between Groups	3.084	2	1.542	1.488	.236
	Within Groups	48.696	47	1.036		
	Total	51.780	49			
resources inadequacy	Between Groups	2.514	2	1.257	1.477	.239
	Within Groups	39.986	47	.851		
	Total	42.500	49			

Social	Between Groups	1.376	2	.688	1.898	.161
	Within Groups	17.030	47	.362		
	Total	18.406	49			

The above table gives the results of the ANOVA and it can be seen that the constructs are not significant as the values are greater than 0.05. Therefore the null hypothesis, that there is no difference in the constructs of organizational role stress and social support across the different levels of age of employees. It can be inferred that the level of organizational role stress does not affect the age of the employees.

4.6 Testing for homogeneity across the constructs of organizational role stress and social support across the different groups based on qualification

The organizational role stress and social support tend to vary based on the demographic variables of the respondent. Therefore to test whether difference exists between the various groups of demographic variables one way ANOVA was used suitable hypothesis were developed and tested

H0: There is no difference in the constructs of organizational role stress and social support across the different levels of qualification

H1: There is difference in the constructs of organizational role stress and social support across the different levels of qualification

Table no 8.1

Results of ANOVA for groups based on qualification

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Inter role distance	Between Groups	1.424	2	.712	.552	.579
	Within Groups	60.576	47	1.289		
	Total	62.000	49			
Role expectation conflict	Between Groups	.080	2	.040	.084	.920
	Within Groups	22.325	47	.475		
	Total	22.405	49			
Role erosion	Between Groups	2.838	2	1.419	2.080	.136
	Within Groups	32.067	47	.682		
	Total	34.905	49			

Role overload	Between Groups	4.186	2	2.093	2.368	.105
	Within Groups	41.534	47	.884		
	Total	45.720	49			
Role isolation	Between Groups	1.261	2	.631	1.817	.174
	Within Groups	16.319	47	.347		
	Total	17.580	49			
Personal inadequacy	Between Groups	.147	2	.074	.114	.892
	Within Groups	30.398	47	.647		
	Total	30.545	49			
Role stagnation	Between Groups	.210	2	.105	.110	.896
	Within Groups	44.710	47	.951		
	Total	44.920	49			
Self role distance	Between Groups	2.912	2	1.456	1.674	.198
	Within Groups	40.868	47	.870		
	Total	43.780	49			
Role ambiguity	Between Groups	6.806	2	3.403	3.556	.036
	Within Groups	44.974	47	.957		
	Total	51.780	49			
Resources inadequacy	Between Groups	.447	2	.223	.250	.780
	Within Groups	42.053	47	.895		
	Total	42.500	49			

Social	Between Groups	3.596	2	1.798	5.707	.006
	Within Groups	14.810	47	.315		
	Total	18.406	49			

The above table gives the results of the ANOVA and it can be seen that the constructs are not significant as the values are greater than 0.05 except role ambiguity and social support of employees. Therefore the null hypothesis, that there is no difference in the constructs of organizational role stress and social support across the different levels of qualification of employees except role ambiguity and social support of employees. It can be inferred that the level of organizational role stress does not affect the qualification of the employees except role ambiguity and social support of employees.

4.7 Impact of Role stress on Social Support

Each individual construct in the organizational role stress was regressed against the social support to check the extent to which they impact support. A series of regression analysis were carried out and the consolidated results of the same are given in the following table

Table no 9.1

Assessing the impact of Organizational Role Stress on Social Support

S. No	Role Stress Constructs	R square	Adjusted R square	ANOVA Significance	Coefficient B	B Sig
1	Inter Role Distance	0.111	0.092	0.018	0.611	0.018
2	Role Expectation Conflict	0.314	0.300	0.000	0.619	0.000
3	Role Erosion	0.254	0.238	0.000	0.693	0.000

4	Role Overload	0.268	0.253	0.000	0.816	0.000
5	Role Isolation	0.298	0.284	0.000	0.534	0.000
6	Personal Inadequacy	0.163	0.146	0.004	0.521	0.004
7	Role Stagnation	0.120	0.102	0.014	0.542	0.014
8	Self Role Distance	0.152	0.135	0.005	0.602	0.005
9	Role Ambiguity	0.135	0.117	0.009	0.615	0.009
10	Resources Inadequacy	0.084	0.065	0.041	0.441	0.041

All the models developed to test the impact of organizational role stress on social support were found to be significant. The coefficient of determination of R square was to be varying between 0.11 and 0.31. This study also ensures that the difference between adjusted R square and R square should be low to ensure less error. Role Overload and Role Erosion was found to have the highest impact on social support than any other variables in the study.

CHAPTER 5

FINDINGS, SUGGESTION AND CONCLUSION

5.1 Findings:

- Role overload is in first position which influences more than other variables, hence the employees has the difficulty in handling responsibilities and long working hours.
- Role erosion is in second position, so that the employees feels that their worth or value is decreased when their colleagues harass them and they may feel deprived of certain responsibilities.
- Role expectation conflict is in third position; the employees may feel stress when their job has various conflicting demands.
- Role ambiguity is in fourth position, because the employees get confused as to the scope and limitations of responsibilities at work.
- Inter role distance is in fifth position, the employees can experience conflict between their work roles and family functions.
- Self role distance is in sixth position, so that the employees may sometimes refuse to perform certain duties because they may go against their beliefs.
- Role stagnation is in seventh position, so that the employees may not wish for greater responsibilities and opportunities at work.
- Role isolation is in eighth position, so that the employee's job does not make feels isolated from their colleagues.
- Personal inadequacy is in ninth position, so that the employees do not feel inadequate in knowledge and skills in their field.
- Resources inadequacy is in tenth position, so that the employees have adequate Resources perform their duties.
- Hence their organizational role stress is higher so that they need more social support from organization.

5.2 Suggestion:

- To overcome Role overload the employees can reduce working hours with more free time.
- To minimize the Role erosion, company should not allow any workers to harass anybody and the certain responsibilities can minimise to them.
- To reduce the Role expectation conflict, the company can avoid, providing various conflict demands to their employees.
- Role ambiguity can be sort out by giving clear information about the terms like responsibility, norms, and priorities to workers.
- To overcome the Inter role distance the employees should not experience conflict between their work roles and family functions.
- To reduce Self role distance the employees should be encouraged to take up the duties.
- To minimise the organizational role stress, the company can provide the culture of team working for employees.
- To minimize Role stagnation the employees should wish for greater responsibilities and opportunities at work.

CONCLUSION:

There is positive relationship between the organizational role stress and the social support of employees and hence the organizational role stress variables are measured.

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APPENDIX

QUESTIONNAIRE

Dear Respondent,

We are conducting a research on the organizational role stress, social support, life satisfaction of employees in coca-cola. Please encircle the following scale as it is relevant to you to share your opinion.

(Never-1 Occasionally-2 Sometimes -3 Frequently – 4 Always-5)

1. Do you experience conflict between your work roles and family functions? 1 2 3 4 5

2. Do boss expectations of your role conflict with those of your colleagues or superiors? 1 2 3 4 5

3. Do the various conflicting demands of your job make you feel stressed out? 1 2 3 4 5

4. Do you feel that your worth or value as your position is decreased when colleagues harass you? 1 2 3 4 5

5. Do you feel deprived of certain responsibilities at work? 1 2 3 4 5

6. Are you having difficulty with the greater responsibilities and longer working hours? 1 2 3 4 5

7. Do you wish for less work and more free time for yourself? 1 2 3 4 5

8. Are your roles and responsibilities closely linked with those of other staffs ? 1 2 3 4 5
9. Does your job make you feel isolated from your colleagues? 1 2 3 4 5
10. Do you feel inadequate in your knowledge and skills in your field? 1 2 3 4 5
11. Do you think you could be better at your job if only you had more training and preparation? 1 2 3 4 5
12. Does your job provide you with avenues for professional growth and expansion? 1 2 3 4 5
13. Do you wish for greater responsibilities and opportunities at work? 1 2 3 4 5
14. Have you refused to perform certain duties because they go against your beliefs? 1 2 3 4 5
15. Do you often get confused as to the scope and limitations of your responsibilities at work? 1 2 3 4 5
16. Does your work place have adequate resources to enable you to properly perform your duties? 1 2 3 4 5
17. Do you like to get support your spouse? 1 2 3 4 5
18. Do you like to get support from supervisor? 1 2 3 4 5
19. Do you like to get support from co-worker? 1 2 3 4 5
20. Do you like to get support from friends? 1 2 3 4 5

Demographic details:

Experience in company:

Qualification:

Age:

Thanks for your patience for filling this questionnaire and we assure that this detail will be kept confidential and will be used only for the academic research.

Thanking you.